
CEDS MEETING III



Sheila Dixon
Mayor

August 29, 2007

Duties of the CEDS Committee

- MAKE CHOICES (Strategy)
 - **SWOT analysis of current data**✓
 - **Choose priority goals**✓
 - Choose strategic focus areas (people, places, sectors)
- GET RESULTS (Implementation)
 - Prioritize projects under the focus areas
 - Identify Resources and timeline for projects
 - Approve evaluation measures and process



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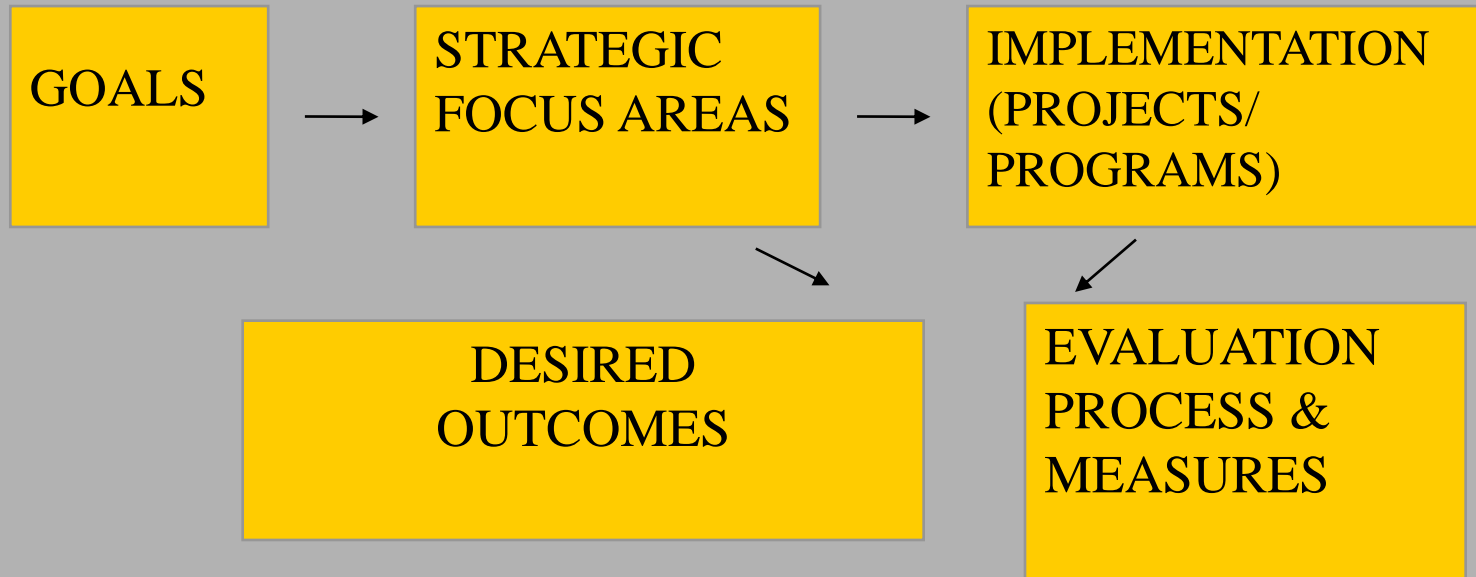
CEDS Meeting III Agenda

- Background
 - Reminder of CEDS process
 - Strategic Focus Areas Analysis
- Exercise I:
 - Finalize Strategic Focus Areas and list of suggested projects/programs
 - Feedback on desired outcomes
- Break (Thinking)
- Exercise II: Prioritize Projects
- Identify EDA eligible projects



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CEDS PROCESS



What are Strategic Focus Areas?

Strategic focus areas are the people, places, and sectors, that Baltimore City should concentrate its limited resources on to have the largest impact on its economic development goals



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CEDS Goals

1. Improve rapid and reliable regional transit to link diverse neighborhoods, job centers, educational centers and cultural entertainment and tourist destinations.
2. Prepare and retain all youth and adults for the job market and productive citizenship at all levels with quality education and training.
3. Improve ability to match needs of employers with a growing and appropriately skilled job candidate pool.
4. Enhance public and technology infrastructure to support participation in the global economy.
5. Promote, enhance, and expand cultural and entertainment and night life opportunities.
6. Increase the City's residential and commercial tax base.



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Why are Strategic Focus Areas important?

Constrained Resources (limited time, limited money, limited people)

- “Local political leaders should resist pressure to spread resources too thin and get little effect anywhere. Pick priorities based on assessment of where return can be achieved.” -CEDS committee member

80/20 Rule

- 80% of the impact on your organization comes from 20% of your activities, customers, employees, etc.



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Why PEOPLE, PLACES, SECTORS?

Healthy Communities (PLACES):

Anti-blight
Public safety
Preferred housing types
Affordable housing
Homeownership opportunities
Neighborhood retail and amenities

**Economic
Health**

Business Growth (SECTORS):

Commercialization of discoveries
Management assistance
Entrepreneurship support
Risk capital
Economic inclusion commitments
For M/W/LBE
Networks

Worker's Knowledge and Skills (PEOPLE):

Family literacy
Substance abuse treatment
Ex-prisoner reentry
K-12 education
Higher education
Skills training
Asset building

Strategic Focus Areas: SECTORS (VOTED 07/23)

Sectors Voted by CEDS committee 07/23/07	BWIB Growth Industries	Comprehensive Master Plan (EARN)	BRAC Sectors
Computer Internet and Data Services/ <i>Information</i>	X	X	X
Business Support Services and Real Estate/ <i>Administrative and Support and Waste Management and Remediation/Management of Companies and Enterprises</i>	X	X	X
<i>Bioscience/Professional, Scientific and Technical Services</i>	X	X	X
<i>Construction</i>	X	X	
<i>Healthcare and Social Assistance</i>	X	X	
<i>Hospitality/Tourism</i>	X	X	
Port/Maritime Industry <i>Transportation/Warehousing</i>		X	
<i>Other Services</i>			X
Small/Minority and Women-Owned Businesses			



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Strategic Focus Areas: Sectors

Sectors Voted by CEDS committee 07/23/07	Number of employees (2006)	Annual Growth (2000- 2006)
Computer Internet and Data Services/ <i>Information</i>	3,927	5.3%
Business Support Services and Real Estate/ <i>Administrative and Support and Waste Management and Remediation/Management of Companies and Enterprises</i>	31, 117	-2.2%
<i>Bioscience/Professional, Scientific and Technical Services</i>	3,342	-5.9%
<i>Construction</i>	11,147	2.8%
<i>Healthcare and Social Assistance</i>	58, 799	1.1%
<i>Hospitality/Tourism</i>	41, 856	-2.2%
Port/Maritime Industry <i>Transportation/Warehousing</i>	42,300	N/A
<i>Other Services</i>	13,018	-1.1%
Small/Minority and Women-Owned Businesses	93% of firms in City	-4% (2000- 2005)



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Strategic Focus Areas: PEOPLE (TBD)

- **People (Educational Attainment, Workforce Status, Household Composition, Interest Groups)**
 - Workforce Status
 - TANF recipients
 - Educational Attainment
 - Elementary/High School Students
 - Graduating High School Students
 - Graduating College Students
 - Household Composition
 - Young professionals
 - Interest Groups
 - Immigrants
 - BRAC relocatees
 - Disconnected Youth
 - Ex-offenders



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Criteria for Strategic Focus Area

- Is there potential for growth in the focus area?
- Is it a large enough focus area to impact the goals?
- Is it a focus area that can have an impact on the goals in the next five years?



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Strategic Focus Areas: People

People Recommendations	Why are they an opportunity?	Barriers
Ex-offenders	10,000 ex-offenders released each year	Criminal record, education, financial debt, health care, identification, housing
TANF recipients	80 percent of region's cases are in the City	Substance abuse, health, education/skills
Disconnected Youth	Approximately 10,000	Education, work ethic, experience
Elementary/Middle School	41, 576 students	Soft, basic reading and math skills
High School Students	67,606 students	Soft, basic reading and math skills
Graduating High School Students	1/3 of high school enter the workforce after graduation	Soft, basic reading and math skills
College students	100,000 in Baltimore region	Public transportation
Young and Restless	45 percent of buyers in Baltimore in 2006	Convenience to entertainment/leisure
Immigrants	Emergence of clusters of foreign nationalities	Career ladders, homeownership, primary and secondary education opportunities
BRAC relocatees	2,552 new households through 2018	Transportation, infrastructure, land use zoning policies

Strategic Focus Areas: PLACES (Voted 07/23)

- **Growth Promotion Areas**-Areas with infrastructure and access capacity that have failed to spur economic growth
- **BRAC Priority Areas**-Areas within 45 minute commuting distance of either BRAC base
- **Area Master Plans**-Communities engaged in visioning process for neighborhood improvement
- **SNAP**-City-wide decision-making framework including clusters of neighborhoods



Desired Outcomes

- **IMPROVE:** sectors, people and places that are sizeable factors in the City's economy however need to be improved to achieve economic health.
- **RETAIN/SUSTAIN:** sectors, people and places that are existing assets of the City's economy.
- **ATTRACT:** sectors and people that are relatively small but have large opportunities for growth in the City and ensuring there are places to meet the needs of these growth opportunities.



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Exercise I: Complete Strategy

- Finalize Strategic Focus Areas (VOTE)
- Link strategic focus areas to projects and goals
- Identify any gaps
 - Are there any goals that are not addressed?
 - Are there any relevant projects/programs that should be added?
- Finalize Language for Desired Outcomes



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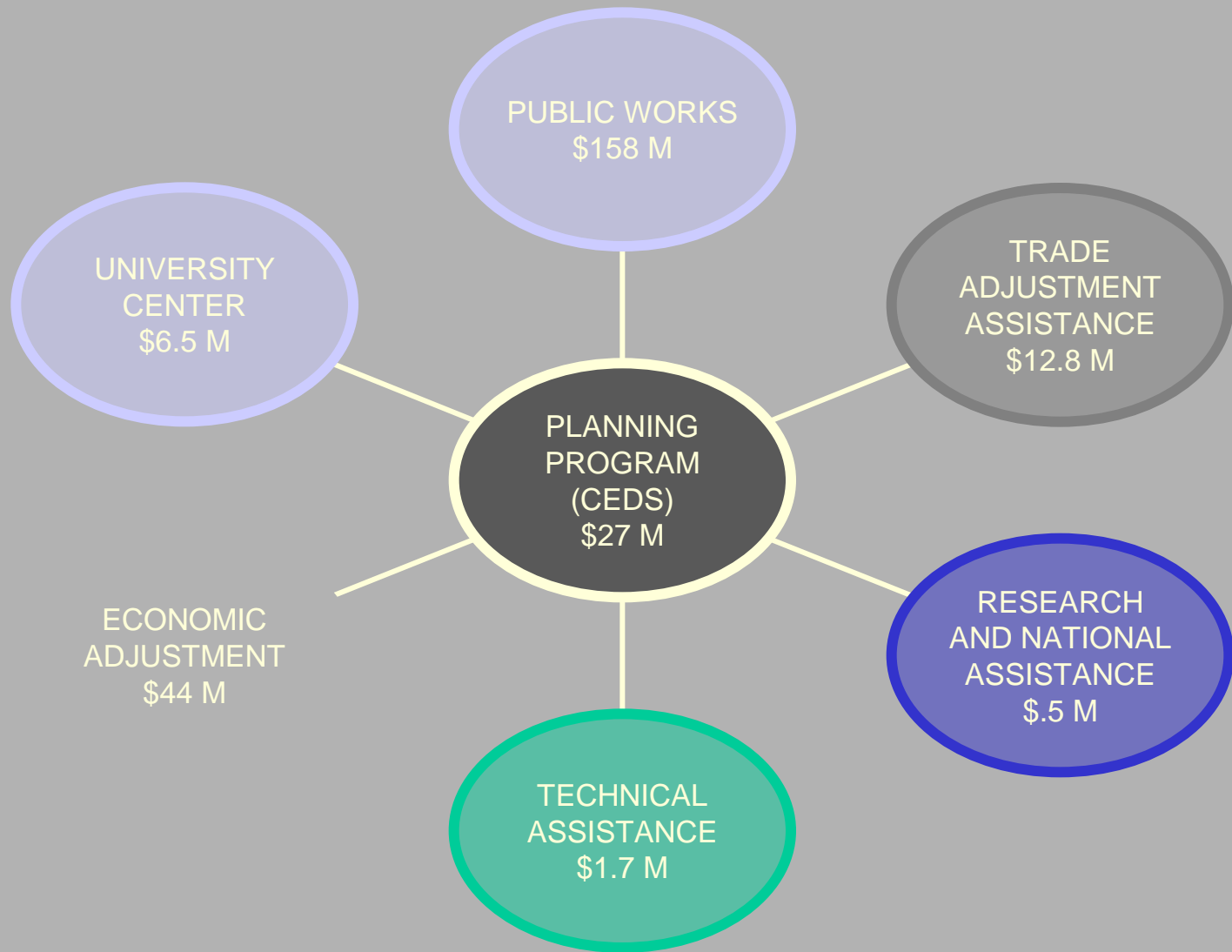
Exercise II: Implementation

- Finalize Full **List of Suggested CEDS** projects/programs
- VOTE on **Vital Projects** for the City
- Identify projects eligible for EDA Funding



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EDA PROGRAMS: \$250.7M Nationally for 2006



CEDS TIMELINE 2007

May

June

July

August

Choose CEDS Scope and Committee, Recruit CEDS committee and leader, complete CEDS timeline with Towson U, Benchmark best in class CEDS evaluation

CEDS committee meeting I:
Review background, set goals
CEDS committee meeting II:
implementation and evaluation

CEDS committee meeting III:
Solidify Implementation Plan and Choose Priority Projects

September

October

November

December

Develop Evaluation Process & Measures

Draft CEDS Document

CEDS Meeting IV:
Finalize CEDS document

Submit to the EDA



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